

Remarks by Admiral Stansfield Turner  
Director of Central Intelligence  
SIS Award Ceremony  
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TAPE TRANSCRIPT

-- I hope all of this attention on awards is encouraging you to focus on accomplishments. Not the accomplishments of those who have been honored today, but the accomplishments of the Agency for which you, its top leadership, are responsible and deserve the credit. I hope you appreciate, when thinking of our accomplishments of the past five or six years, the magnitude of change, of seminal change that has taken place in our wonderful organization, due to your adaptability. The adaptation to the oversight process is of course the most poignant of all; and it has truly been a very dramatic and important phase of the Agency's life.

I remember four years ago, of my first presentation of an Agency budget to the Congress and how different that is today, thanks to Jim Taylor, thanks to Maury Lipton and many others. And think of the changes we have made in how we clear our clandestine collection, our covert action; how the Congress, the White House, the IOB and to some extent even the public oversee our activities. It has required patience, persistence on your part, and what we have done is in effect, take a secret intelligence service and subordinate it to the democratic principles of our free society more than has ever been attempted before. It's been an experiment but I believe it's been a successful one. A few weeks ago as we looked toward the change of Administration, I asked to have a list made up of what changes/<sup>in</sup>the oversight process we feel we would like to have made so that we could do our job better. And it is very interesting to see that list. It is neither long nor is it very important. The items are things we do want changed, but they are relatively minor. And when we look at that and contrast it with the benefits that the oversight process has given us, it's revealing.

The support that we have today on Capitol Hill, because there are two groups-- a group of senators and a group of congressmen--who understand us, who have probed and probed and found that we do an honorable, respectable and very creditable job. That is why we got three important pieces of legislation through last October to help us. And thanks in large measure to Fred Hitz and his people and the tremendous job they have done on the Hill in recent years. And I'm pleased to tell you that just yesterday I had occasion to speak to the President-Elect about the two remaining pieces of legislation that we want. And I believe we will have his full support, and I predict that Fred and you will carry those pieces through this next Congress. But remember that all five of these pieces of legislation concern secrecy, not unleashing. That is indeed what we need most--is ability to keep our secrets and I would suggest you should take pride in what you have done in the past years to reinvigorate the sense of security consciousness within our organization-- a consciousness that is utterly essential to our profession and one which is much stronger today than it was just a few years ago.

And closely related to it, thanks to [REDACTED] I believe <sup>STAT</sup> our counterintelligence is immeasurably stronger today than it was six years ago. And in particular, we have the closest of teamwork with our co-agency, the Federal Bureau of Investigation. This country cannot remain in a counter-intelligence sense without close teamwork, and the fact that that was once left to degenerate is unconscionable and can do irreparable harm to our country. And the closeness of that teamwork today is one of our greatest accomplishments in recent years.

You, too, recognize so well how much more support we have from the American public today. And I believe, under Herb Hetu's direction, we have over time

found the appropriate balance in our relationship with the American public-- giving enough of the evidence of what we do and do so well, but holding back and clamming up when it comes to how we do it and how we get it. And I think you should take pride in not only these improved external relationships but what we have done internally as well. We have gone, if you think about it, from a largely compartmented, vertical management decisionmaking structure to a horizontal, corporate structure in which the major decisions of this organization are vetted through the Executive Committee and all Directorates, all Independent Offices have their shot at it. And this has been essential to us. You cannot live in a goldfish bowl of oversight and not be sure that you are coordinated well and speaking with one voice to the overseers. You cannot live in the increasingly interrelated world of technical collection and human collection and the relationships also between the collectors and the analysts unless you work together as a team. And Les referred to our improvements in the personnel field. Harry Fitzwater is doing a splendid job there in helping our employees understand the visibility, the equity and the deep personal interest that our personnel management system takes in each employee and in seeing to it that his or her talents are going to be utilized to the very best, to the very maximum that they can produce for us and our country.

Take pride also in the continuing record of outstanding innovation in the technical intelligence field. [REDACTED] STAT

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And under [REDACTED] leadership, the improvements in the OSO-NSA relationship and capabilities has been absolutely astounding in these last two years, and the

ability for that teamwork to take place on behalf of the country, is a really innovative, important step forward.

Let us not overlook what I have mentioned before--the considerable improvements in human intelligence under John McMahon. Improvements because we have more agents around the world today, case officers in more countries, more human intelligence reports of higher quality flowing in in 1980 than we have ever had before; and more imaginative application of our human intelligence capabilities. But all these external relationships, all these internal management changes, all these improvements in collection would be of no avail if we did not produce. And I want to emphasize how proud you deserve to be of the improvements in analysis and production. We get beaten over the head in the press, a press that doesn't know so much of what we do so well.

Maurice Ernst and his OER team with their energy forecasts over these last four years have profoundly affected an important national debate in our country. A few years ago we produced the finest estimate on Soviet intentions that the Agency has ever done. The only estimate I know of which every member of the National Security Council read and referenced by paragraph number in a National Security Council debate. Truly the right end product of our efforts. Just recently we produced an imaginative, new approach to an estimate on Mexico that is recognized as a landmark of analysis. For the last three years we have done an innovative and far more illuminating analysis of the strategic nuclear equation that has ever been done before. And these contributions, originally under Bob Bowie's imaginative direction, is carried on so ably by Bruce Clarke, Ev Hineman, are a record of willingness to look forward, to try new methodologies, to try new techniques, to try new coordination procedures, of which we can all be proud. And I want to emphasize that it is your satisfaction in what we have done should

derive from the fact that you have been able to adapt, to be imaginative, to be innovative, to change with the demanding changes that have been set upon us from the outside and those that come from the changing nature of the profession from the inside.

I thank you for the privilege of having worked with you on this, for the support that you have given to me. I pledge to you and to my successor, my continuing support in any way I can offer it in the years ahead. But I admonish you in closing, that the challenges which lie ahead of you are probably greater than those we have just conquered. I believe that these changes that we have so successfully made in the past five or six years were almost forced upon us from events on the outside. I believe that you will have to face even greater change and adaptability in the future, but that it will be largely up to you to discern the need for that change, to discern what we can produce best for our country and where the trends and where the areas of importance are going to be and what we have to do today in developing analytic talents, in refining technical systems, to be prepared for tomorrow. And I leave you with that challenge. Be proud of your record of innovativeness, imagination and adaptability. Do not rest on your laurels. The future security of our country depends on your responding equally imaginatively, with equal openness to change, to adaptation in the future. You can do it. You must do it. God bless you.